SSHRC CRSH

REPORT ON PLANS AND PRIORITIES 2009-10

Social Sciences and Humanities Research Council

Tony Clement
Minister of Industry

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MINISTER'S MESSAGE

As Minister of Industry, I am committed to the long-term competitiveness and prosperity of our country. Canada has many economic advantages upon which we must continue to build if we are to set the right conditions for our long-term success. With this in mind, Industry Canada and its Portfolio partners are striving toward the development of an innovative economy with robust sectors and an efficient and competitive marketplace.

Our priorities remain aligned with *Advantage Canada*, the government's long-term economic plan. Here, we set out clear objectives, including the reduction of taxes, the encouragement of entrepreneurship, and the development of a knowledge-based economy.

In the *2009-2010 Report on Plans and Priorities*, we recognize that as we look to the year ahead we are entering a period of continued global economic uncertainty, one that demands clear and strategic action on the part of the government to ensure we accomplish the long-term goals we have set for ourselves. Our departmental priorities and initiatives will be guided by a balanced consideration of the demands of the global economic situation and our long-term vision for Canada's growth and prosperity.

In Budget 2009 – Canada's Economic Action Plan, the government has developed a clear and comprehensive response to the slowdown in the global economy, which is in keeping with the continuing objectives of *Advantage Canada*. The economic action plan addresses short-term realities, while setting in place the conditions to strengthen Canada's economy for generations to come.

Industry Canada and its Portfolio partners are at the heart of the government's strategy to stimulate the Canadian economy. We are taking steps to improve the competitiveness of Canada's traditional economy by providing short-term support for key sectors such as the auto industry. We are ensuring that all regions of Canada prosper by supporting economic diversification. We are fostering small businesses by improving access to credit and encouraging growth through tax reductions and incentives. We are supporting measures to develop a highly skilled workforce through such means as expanding the Canada Graduate Scholarships program. At this time of intense international competition for the world's best and brightest, government support is helping to attract and retain these individuals in Canada. We are positioning Canada as a leader in the global knowledge economy.

In the ongoing pursuit of our mandate, we will continue to focus on innovation as a means to develop a globally competitive economy. Our ultimate goal is to help Canadians continue to enjoy a quality of life that is envied throughout the world.

It is my pleasure to present this year's *Report on Plans and Priorities* for Industry Canada and its Portfolio partners, which will outline in greater detail the priorities and pursuits in which we will be engaged in the year to come.

Tony Clement
Minister of Industry

I. DEPARTMENTAL OVERVIEW

1.1 Raison d'être and Responsibilities

Research in the social sciences and humanities advances knowledge and builds understanding about individuals, groups and societies—what we think, how we live and how we interact with each other and the world around us. Social science and humanities-based knowledge and understanding inform discussion on critical social, cultural, economic, technological, environmental and wellness issues. They provide communities, businesses and governments the foundation for a vibrant and healthy democracy. Through research and training programs, the Social Sciences and Humanities Research Council (SSHRC) fosters the development of talented and creative people who become leaders across all sectors (public, private and not-for-profit) and who are critical to Canada's success in the globalized 21st century.

In the face of global economic uncertainty, it is important to maintain Canada's key assets now and in the future. Research, innovation and talent have become the most valuable "natural resources" in enhancing Canada's competitiveness and quality of life. Innovation has given Canada strength in the past and remains a key instrument to ensure continued economic and social prosperity. This holds true for all of the social sciences and humanities, as these provide a base of knowledge and understanding for all human endeavours. It is also particularly true for research in priority areas such as management, business and finance; environmental issues; and northern communities. As the recent report of the Competition Policy Review Panel stated, "Canada's economic success will be determined by how well we deal with the economic, social and political forces that are driving globalization."[1] Supporting new knowledge and understanding of these forces falls precisely within SSHRC's mandate. It is critical, therefore, to ensure continued support for research in the social sciences and humanities, and to ensure that it translates into benefits for Canadians.

SSHRC is the federal agency that promotes and supports university-based research and training in the humanities and social sciences. Through its programs and policies, SSHRC enables the highest levels of research excellence in Canada and facilitates knowledge-sharing and collaboration across research disciplines, universities and all sectors of society. SSHRC is also involved in partnership programs and initiatives with other federal departments and agencies to support research addressing issues of importance to Canadians.

SSHRC was created in 1977 with a legislative mandate to: "a) promote and assist research and scholarship in the social sciences and humanities; and b) advise the Minister in respect of such matters relating to such research as the Minister may refer to the Council for its consideration." Ever since, SSHRC has pursued this mandate by:

- investing, through fellowships and research training, in Canada's best and brightest minds to develop the talent needed across society (People);
- fostering research excellence that advances knowledge and builds understanding about where we have been, where we are and where we might go as individuals, communities, and societies (Research); and
- supporting the partnerships, interactions and knowledge-sharing that brings the benefits of research to the larger society (Knowledge Mobilization).

SSHRC's current strategic plan, *Framing our Direction*, indicates how SSHRC will pursue this mandate to April 2010. In particular, it identifies three ambitions—Quality, Connections and

[1] Competition Policy Review Panel, *Compete to Win: Final Report, June 2008*. Ottawa: Government of Canada, 2008, p. 13; at: http://consumer.ic.gc.ca/eic/site/cprp-gepmc.nsf/vwapj/Compete_to_Win.pdf/$FILE/Compete_to_Win.pdf

Impact—that frame SSHRC's activities in the current period. These can be described as enhancing the **quality** of, and support for excellence in research and research training in the social sciences and humanities; enabling **connections** among disciplines, including those in engineering and the natural and health sciences, as well as between research and the larger community (in Canada and in the rest of the world); and increasing the **impact** of research and research training for the benefit of society.

SSHRC reports to Parliament through the Minister of Industry. SSHRC is governed by a Council comprised of up to 22 members, which the Governor-in-Council appoints to represent the interests of the academic, public and private sectors across Canada. SSHRC's governing Council meets regularly, determines program and policy priorities, initiatives and budget allocations, and monitors their implementation. Following a change to SSHRC's bylaws in 2007, the governing Council is now chaired by the Vice-President of Council, while SSHRC's President, as SSHRC's chief executive officer, has a direct relationship with stakeholders and the public, and is accountable for the administration of public funds and for delivering on SSHRC's mandate.

SSHRC supports over 6,100 full-time faculty and 3,800 graduate students who are the best and most competitive in the country. By applying a rigorous peer-review process, SSHRC funds approximately 28 per cent of full-time faculty and 7 per cent of full-time graduate students in in the social sciences and humanities in Canada.

SSHRC's selection committees are composed of Canadian and foreign university-based researchers and, where appropriate, experts from outside the academic community. Committees adjudicate applications to SSHRC programs through rigorous independent expert review. Each year, between 350 and 400 Canadian and international scholars and experts agree to serve on these selection committees on a voluntary basis. Together, they assess over 9,000 research and fellowship proposals and make recommendations, based on academic excellence and other key criteria, about which projects to fund. About 5,000 other Canadian and international experts provide written assessments of proposals to help the selection committees in their decision-making.

In addition to its own programs, SSHRC administers, through the Canada Research Chairs Secretariat and on behalf of the three federal granting agencies (Canadian Institutes of Health Research [CIHR], Natural Sciences and Engineering Research Council [NSERC] and SSHRC), the Canada Research Chairs Program, the Canada Excellence Research Chairs program, the Indirect Costs program, and the Vanier Canada Graduate Scholarships selection board (the program is jointly implemented by the three federal granting agencies).

1.2 Strategic Outcomes and Program Activity Architecture for 2009-10

Program Activity	Program Sub-Activity
Strategic Outcome 1.0: People—A first-class research capacity in the social sciences and humanities	
1.1 Fellowships, Scholarships and Prizes	1.1.1 Canada Graduate Scholarships
	1.1.2 Doctoral Fellowships
	1.1.3 Postdoctoral Fellowships
	1.1.4 Prizes and Special Fellowships
1.2 Canada Research Chairs	
Strategic Outcome 2.0: Research—New knowledge based on excellent research in the social sciences and humanities	
2.1 Investigator-Framed Research	2.1.1 Standard Research Grants
	2.1.2 Major Collaborative Research Initiatives
2.2 Targeted Research and Training Initiatives	2.2.1 Strategic Research Grants
	2.2.2 Strategic Joint Initiatives
	2.2.3 Social Economy Suite
2.3 Strategic Research Development	2.3.1 Research Development Initiatives
	2.3.2 Community-University Research Alliances
	2.3.3 SSHRC Institutional Grants
	2.3.4 Aid to Small Universities
	2.3.5 Other Strategic Research Development
	2.3.6 International Opportunities Fund
	2.3.7 BOREAS: Histories from the North– Environment, Movements, Narratives
Strategic Outcome 3.0: Knowledge Mobilization—Facilitating the use of social sciences and humanities knowledge within and beyond academia	
3.1 Research Dissemination and Knowledge Translation	3.1.1 Research Publishing
	3.1.2 Knowledge Translation
3.2 Research Networking	3.2.1 Research Events
	3.2.2 Networks of Centres of Excellence
	3.2.3 Strategic Knowledge Clusters
Strategic Outcome 4.0: Institutional Environment—A strong Canadian science and research environment	
4.1 Indirect Costs of Research	
5.1 Internal Services	5.1.1 Governance and Management Support
	5.1.2 Resource Management Services
	5.1.3 Asset Management Services

1.3 Program Activity Architecture Crosswalk

Treasury Board of Canada Secretariat (TBS) approved changes to SSHRC's Program Activity Architecture (PAA) in May 2008. The changes at the program activity level consisted of splitting the existing PA 3.1 (Research Communication and Interaction) into two separate PAs: PA 3.1 Research Dissemination and Knowledge Translation, and PA 3.2 Research Networking. In the following table, the funds allocated to the new PA 3.1 and 3.2 are indicated. As well, funds allocated to Internal Services previously included in all other PAs are now presented separately.

Crosswalk Between Program Activity Architectures 2008-09 and 2009-10, Indicating Funds Allocated Per Program Activity

		Program Activities 2008-09 (former)								
	Planned spending 2009-10* ($ millions)		1.1 Fellow-ships, Scholar-ships and Prizes	1.2 Canada Research Chairs	2.1 Investi-gator-Framed Research	2.2 Targeted Research and Training Initiatives	2.3 Strategic Research Developm ent	3.1 Research Communi-cation and Interacti-on	4.1 Indirect Costs of Research	5.1 Internal Services
		Total	111.89	63.06	87.84	26.82	30.60	34.59	330.11	0.25
Program Activities 2009-10 (current)	1.1 Fellow-ships, Scholarships and Prizes	109.80	109.80							
	1.2 Canada Research Chairs	61.50		61.50						
	2.1 Investigator-Framed Research	85.31			85.31					
	2.2 Targeted Research and Training Initiatives	23.12				23.12				
	2.3 Strategic Research Development	26.88					26.88			
	3.1 Research Dissemination and Knowledge Translation (NEW)	7.89						7.89		
	3.2 Research Networking (NEW)	25.12						25.12		
	4.1 Indirect Costs of Research	329.23							329.23	
	5.1 Internal Services	16.30	2.08	1.56	2.53	3.70	3.72	1.59	0.88	0.25

*Amounts based on 2009-10 planned spending (2009-10 Annual Reference Level Update plus approved new funding)

1.4 Planning Summary[2]

Financial Resources ($ millions)

2009-10	2010-11	2011-12
$685.1	$680.0	$682.3

Human Resources (Full-time Equivalents [FTEs])

2009-10	2010-11	2011-12
200	200	200

Report on Plans and Priorities Summary Table

Program Activity	Forecast Spending ($ millions)	Planned spending ($ millions)			Alignment to Government of Canada Outcomes
	2008-09	2009-10	2010-11	2011-12	
Strategic Outcome 1.0: People—A first-class research capacity in the social sciences and humanities					
1.1 Fellowships, Scholarships and Prizes	105.7	109.8	112.6	114.8	An innovative and knowledge-based economy
1.2 Canada Research Chairs	63.1	61.5	60.9	60.9	An innovative and knowledge-based economy
Strategic Outcome 2.0: Research—New knowledge based on excellent research in the social sciences and humanities					
2.1 Investigator-Framed Research	91.5	85.3	84.8	84.7	An innovative and knowledge-based economy
2.2 Targeted Research and Training Initiatives	26.0	23.1	20.5	20.4	An innovative and knowledge-based economy
2.3 Strategic Research Development	31.4	26.9	27.0	26.9	An innovative and knowledge-based economy
Strategic Outcome 3.0: Knowledge Mobilization—Facilitating the use of social sciences and humanities knowledge within and beyond academia					
3.1 Research Dissemination and Knowledge Translation	33.3	7.9	7.5	8.0	An innovative and knowledge-based economy
3.2 Research Networking		25.1	21.2	21.2	An innovative and knowledge-based economy
Subtotal SSHRC programs	350.9	339.6	334.5	336.8	
Strategic Outcome 4.0: Institutional Environment—A strong Canadian science and research environment					
4.1 Indirect Costs of Research	329.4	329.2	329.2	329.2	An innovative and knowledge-based economy
Program Activity 5 Internal Services					
5.1 Internal Services	0.3	16.3	16.3	16.3	
Total	680.6	685.1	680.0	682.3	

[2] This report does not include information from Budget 2009. Budget 2009 information will be included in subsequent reports of the Estimates.

1.5 Contribution of Priorities to Strategic Outcomes

Operational Priority	Type	Links to Strategic Outcomes
1. Develop a first-class research capacity through scholarships and Chairs	New	This priority directly supports SSHRC's Strategic Outcome 1.0: People—A first-class research capacity in the social sciences and humanities.
	Why this is a priority: Scholarships to doctoral students are one of the key direct mechanisms for supporting the development of new research talent. People with graduate degrees in the social sciences and humanities have research skills that serve them and Canada well, whether graduates go on to work within academia or in other sectors of the economy. Chair programs, in general, support research professorships within universities through salary and research funding. Chair programs serve to attract and retain the best and most-productive researchers within Canada, who in turn attract and support the best and most promising new scholars and graduate students. Ultimately this helps to cultivate centres of research excellence in Canadian universities, and to brand Canada as a top destination for research. The Government of Canada's *Budget 2008* announced two prestigious programs that will position Canada as a global centre of excellence in research and education: the Canada Excellence Research Chairs (CERC) program and the Vanier Canada Graduate Scholarship (Vanier CGS) Program. SSHRC is implementing these programs that will strengthen Canada's ties to the global supply of talent and ideas in all disciplines, including the social sciences and humanities. *Budget 2008* also announced a new Foreign Study Supplements component of the Canada Graduate Scholarships program. These supplements will allow scholarship holders to undertake short-term research and study opportunities abroad, increasing the international exposure of Canada's graduate students and, therefore, enhancing Canada's future capacity for international collaborative research. **Plans for meeting this priority:** ➢ Implement the first competition and marketing strategy for the CERC program; ➢ Fully implement, in collaboration with CIHR and NSERC, the new Vanier CGS program and its international marketing strategy; and ➢ Fully implement the Canada Graduate Scholarships-Foreign Study Supplements program.	

Operational Priority	Type	Links to Strategic Outcomes
2. Ensure the world-class excellence of SSHRC funded research, and promote new knowledge in priority areas, through research and training	New	This priority directly supports SSHRC's Strategic Outcome 2.0 Research: New knowledge based on excellent research in the social sciences and humanities.
	Why this is a priority: The assurance of excellence in social sciences and humanities research funding is the foundation of SSHRC's business. It is the value that SSHRC adds to Canada's public investments in research. Excellence is assured though rigorous peer-review processes, applied throughout SSHRC's programs. SSHRC has initiated a blue ribbon assessment of its peer-review practices with a view to ensuring that we are world leaders in the expert evaluation of research proposals and in the selection of students for scholarships and fellowships. Focusing on specific thematic research priorities is an important mechanism for ensuring Canada has the new knowledge and research capacity it needs to succeed in the 21st century. By strategically focusing on a few themes, SSHRC can help to guide Canada's research capacity to address social and economic challenges and maximize its competitive advantage. **Plans for meeting this priority:** ➢ Develop and implement an action plan in response to the international Blue Ribbon Panel on Peer Review; and ➢ Implement the Partnerships Strategy—this includes identifying emerging thematic research priorities, as well as advancing research in the areas of: 1) competitiveness, prosperity and economic development; 2) Canadian environmental issues; and 3) Northern communities.	

Operational Priority	Type	Links to Strategic Outcomes
3. Strengthen programming and practices that can facilitate the use of social sciences and humanities knowledge within and beyond academia	Ongoing	This priority directly supports SSHRC's Strategic Outcome 3.0 Knowledge Mobilization: Facilitating the use of social sciences and humanities knowledge within and beyond academia
	Why this is a priority: Knowledge mobilization refers to the processes whereby the results of research are effectively shared within and beyond academia. This is a two-way process that facilitates the broader intellectual, social and economic impact of public investments in research and research training. SSHRC has identified a role for itself in enabling knowledge mobilization, as well as in capturing and reporting on the outcomes and impacts of research when they do occur. **Plans for meeting this priority:** ➢ Finalize and initiate implementation of SSHRC's Knowledge Mobilization Strategy; and ➢ Improve reporting on the results and impacts of SSHRC's investments.	

Management Priority	Type	Links to Strategic Outcomes
4. Optimize program delivery	Ongoing	This priority supports all of SSHRC's strategic outcomes.
	Why this is a priority: The Government of Canada's science and technology (S&T) strategy identifies the importance of streamlining service delivery to the research community. This can be achieved through more efficient, integrated business processes for administering and adjudicating competitions. It can be achieved by ensuring that SSHRC's suite of programs responds to the current context of the research enterprise, and can continue to support research and training of the highest quality. It can also be achieved by harmonizing programs, procedures and policies with other federal granting agencies to facilitate a cohesive Canadian environment for research across all disciplines. **Plans for meeting this priority:** ➢ Continue SSHRC's Business Transformation Initiative (including assessment and renewal of business tools such as the awards management system); ➢ Continue the examination of SSHRC's programs, criteria, policies and procedures to ensure strategic investments and the coherence and effectiveness of SSHRC's activities in support of excellence; and ➢ Enhance tri-agency collaboration, harmonization and alignment of programs, procedures and policies.	

Management Priority	Type	Links to Strategic Outcomes
5. Strengthen corporate management	Ongoing	This priority supports all of SSHRC's strategic outcomes.
	Why this is a priority: Since 2006, SSHRC has taken considerable steps to strengthen its corporate management. The governance structures of SSHRC's Council have been renewed. A new Vice-President, Partnerships position was created. An integrated corporate management framework has been designed and several of its elements have been implemented for the 2009-10 planning cycle. This has included two restructured management committees with articulated terms of reference. This renewal must be continued and extended to more fully integrate human resources and financial planning in the strategic-planning process. **Plans for meeting this priority:** ➢ Continue the development of integrated planning processes (multi-year strategic plan, annual corporate plan, annual divisional plans, annual budget and human resources planning cycle); ➢ Develop and implement a human resources strategy; ➢ Continue progress in systematically integrating performance, evaluation and audit activities into program delivery and decision-making; and ➢ Continue implementation of the internal communications strategy and finalize and implement a staff engagement strategy.	

1.6 Risk Analysis

While SSHRC administers a significant budget—roughly $350 million for SSHRC programs and $330 million for the Indirect Costs program—the overall level of risk of the organization to the safety and security of the Canadian public is low. SSHRC allocates 96 per cent of its total budget to transfer payments (grants and scholarships) in support of research and graduate training in the social sciences and humanities. Decisions on awards for almost all of SSHRC's programs (other than the Indirect Costs of Research program and a few others, such as SSHRC Institutional Grants), are made through committees of experts with the central focus of the decision-making process being the quality of the proposed research and the track record of the researcher.

The key risk facing SSHRC is the quality, credibility and viability of decision-making for the allocation of grants and scholarships funding (i.e., the peer-review process). It is crucial for the credibility of the Council that the decision-making processes are transparent and rigorous. In order to maintain a reputation as a world leader in the expert evaluation of funding proposals, SSHRC invited a blue-ribbon panel to assess the quality and integrity of the peer-review process. The panel features a list of prestigious international experts in merit review. The panel was mandated to examine the principles and approaches used to design quality peer-review processes, including the selection of assessors and adjudication panels, guidance to external adjudicators, the role of observers, as well as issues related to policies and practices to protect the integrity of the peer-review process. SSHRC has received the final report of this panel, and is developing an action plan in response to the report. This will present an opportunity for SSHRC to decide how to best manage the risks related to peer review.

SSHRC has the appropriate tools in place to help manage the risks associated with providing grants to institutions that perform research. Institutions eligible for funding are required to sign a Memorandum of Understanding (MOU), that describes the basic requirements for obtaining and maintaining eligibility to administer research funds. This was recently revised to comply with the federal *Financial Administration Act*, and a number of new schedules have been added to help assure accountability for public funds. The MOU also states that institutions must have structures in place to ensure research is performed ethically, with due regard to human subjects, animals, biohazards and conflicts of interest. SSHRC has the ability to impose sanctions should the MOU be violated.

SSHRC has three key stakeholders: 1) the university research and training community; 2) the federal government; and 3) the Canadian public as a whole. Managing the needs and expectations of these large and diverse groups requires SSHRC to regularly consult and interact with organizations representing the interests of these groups. SSHRC continues to seek input on the future role of SSHRC in effectively generating, sustaining and promoting social sciences and humanities knowledge in an evolving globalized society.

Other risks faced by SSHRC are similar to the day-to-day risks of managing most organizations. Human resources management, information management and strategic planning are all areas which can represent significant risk. Management is mindful of this and continues to monitor these areas with a view to ensuring that effective risk-mitigation strategies are in place and are updated as required.

1.7 Expenditure Profile

For the 2009-10 fiscal year, SSHRC plans to spend $685.1 million to meet the expected results of its program activities and contribute to its strategic outcomes.

The figures below illustrate SSHRC's spending trend from 2006-07 to 2011-12, with the Indirect Costs program shown separately.

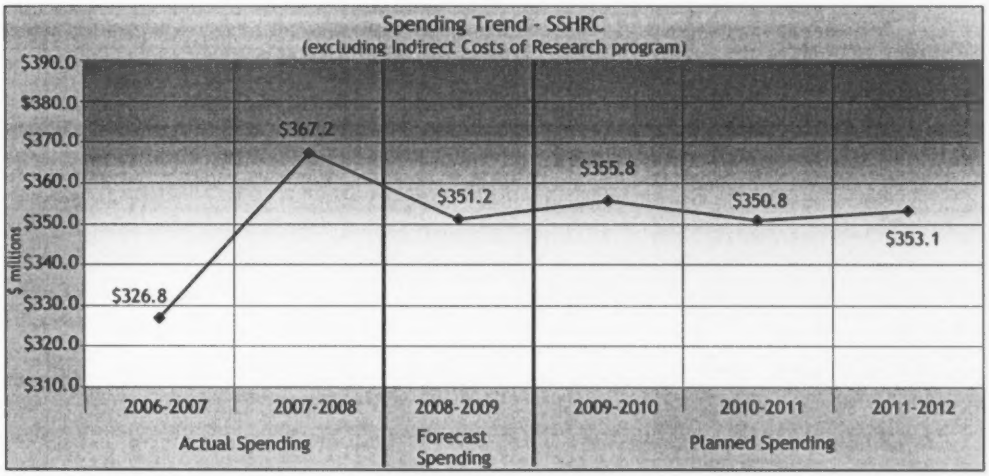
For the 2006-07 and 2007-08 periods, the total spending is the total authorities dispersed as reflected in the Public Accounts. For the 2008-09 period, the forecast spending amounts indicated on the graph include all Parliamentary appropriations: Main Estimates, Supplementary Estimates and carry-forward adjustment. For the 2009-10 to 2011-12 periods, the planned spending includes the figures from the 2009-10 Annual Reference Levels Update plus the anticipated funding being requested via the supplementary estimates. This applies to both graphs.

Since 2006-07, SSHRC's core funding has increased primarily due to $13.8 million of new funds allocated to SSHRC in *Budget 2007* (including funding for the Canada Graduate Scholarships program) and an additional $12 million allocated in *Budget 2008*.

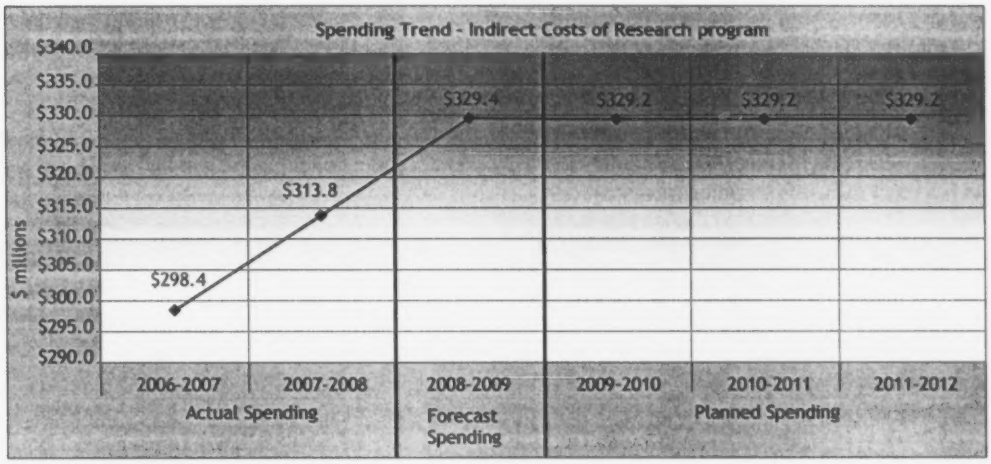
In addition to the core funding increases, SSHRC also received non-cumulative funding for the Centres of Excellence for Commercialization and Research (CECR) program in the amounts of $32.6 million in 2007-08, $2.3 million in 2008-09 and $3.9 million in 2009-10, respectively.

Since 2006-07, the Indirect Costs funding has seen increases of $15 million in both *Budget 2007* and *Budget 2008*, for a total net ongoing increase of $30 million.

SSHRC Expenditures from 2006-07 (Actual) to 2011-12 (Planned)



Expenditures of the Indirect Costs Program, from 2006-07 (Actual) to 2011-12 (Planned)



1.8 Voted and Statutory Items

Voted and Statutory Items Displayed in the Main Estimates ($ millions)

Vote number, or statutory item (S)	Truncated vote or satutory wording	2008-09 Main Estimates	2009-10 Main Estimates
80	Operating expenditures	21.3	23.0
85	Grants	622.0	627.2
(S)	Contributions to employee benefit plans	2.3	2.4
	Total SSHRC	645.7	652.6

Note: Due to rounding, the sum of the values may not equal the total indicated.

II. ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

2.1 Strategic Outcome 1: People—A first-class research capacity in the social sciences and humanities

One of the key outcomes of the Social Sciences and Humanities Research Council (SSHRC)'s programs is developing talented people. This talent comes in the form of research trainees, new researchers embarking on promising careers and established researchers with international reputations. SSHRC's program activities that directly support the development of talent are described below. SSHRC also supports talent development indirectly, by funding research projects that engage students at all levels in conducting research.

The federal government's science and technology (S&T) strategy recognizes that talented, skilled, creative people are the most critical element of a successful national economy. Demand is growing rapidly for highly qualified personnel who are creative, analytical and articulate, as well as sophisticated in their understanding of individuals, communities and societies in the past and present. This is what SSHRC's investments in people help to produce. Canada is striving to become a magnet for the highly skilled people we need to thrive in the modern global economy. Having the best-educated, most highly skilled and flexible workforce in the world will generate Canada's "People Advantage."

Program Activity 1.1 Fellowships, Scholarships and Prizes

Program Activity 1.1 Fellowships, Scholarships and Prizes					
Description (as per Program Activity Architecture [PAA])	SSHRC offers several award programs for advanced study and research in the social sciences and humanities at the master's, doctoral and postdoctoral levels. These programs help train Canada's researchers and the leaders of tomorrow. In addition, SSHRC offers special fellowships to experienced researchers and supplementary awards to outstanding doctoral and postdoctoral fellowships recipients. Finally, two commemorative prizes recognize the extraordinary dedication and creativity of Canada's best researchers.				
2009-10		2010-11		2011-12	
Full-time Equivalents (FTEs)	Planned spending ($ millions)	FTEs	Planned spending ($ millions)	FTEs	Planned spending ($ millions)
17	109.8	17	112.6	15	114.7
Expected results (as per the Performance Measurement Framework [PMF])	Highly qualified personnel, expert in research, are available to pursue various knowledge intensive careers in universities, industry, government and other sectors.				

Planning Highlights

- **Vanier Canada Graduate Scholarships:**
  - SSHRC is implementing the delivery of this new flagship program in collaboration with the Canadian Institutes of Health Research (CIHR), Natural Sciences and Engineering Research Council (NSERC) and Industry Canada. For the first competition, agency-specific adjudication will be in February 2009, the inter-agency selection board meeting will be in March 2009, and the results will be announced in April 2009. The three agencies are working together to offer the second competition of the Vanier Scholarships in a more fully harmonized manner.
  - SSHRC will implement the national and international promotion and branding of the program in collaboration with Canadian universities, Industry Canada, and the Foreign Affairs and International Trade Canada.
- **Canada Graduate Scholarships-Foreign Study Supplements:**
  - SSHRC will implement, in cooperation with NSERC and CIHR, this new program awarding supplements to Canada Graduate Scholarship holders for short-term study abroad.
- **Joseph-Armand Bombardier Canada Graduate Scholarships Program (CGS):**
  - In light of a recently completed evaluation of the CGS program, SSHRC, in collaboration with CIHR and NSERC, will develop a management response to the evaluation's findings. This will inform the renewal of the Terms and Conditions for the CGS program, which expire in May 2009.
- SSHRC will consider adjustments to its Doctoral Scholarships, Postdoctoral Fellowships, Prizes, and Special Fellowships programs given findings and recommendations of evaluations expected in 2009 and 2010.

Benefits for Canadians

Scholarships to master's and doctoral students, and fellowships to postdoctorates who are launching a research career, are direct mechanisms for supporting the development of outstanding new research talent for Canada. People with graduate degrees in the social sciences and the humanities have research skills that serve them and Canada well, whether graduates go on to work within academia or in other sectors of the economy. Doctorate holders who have support at the launch of their research careers are better able to undertake new research, publish, develop personal research networks, and prepare to become competitive in national research competitions. This directly contributes to Canada having a first-class research capacity in the social sciences and humanities.

Program Activity 1.2 Canada Research Chairs

Program Activity 1.2 Canada Research Chairs					
Description (as per PAA)	By helping Canadian universities and their affiliated research institutes and hospitals become world-class centres of research and research training, the Canada Research Chairs (CRC) Program contributes to enhancing Canada's competitiveness in the global, knowledge-based economy, improving Canadians' health and enriching our social and cultural life. Specifically, the program seeks to: strengthen research excellence in Canada and increase Canada's research capacity by attracting and retaining the best researchers; improve the training of highly qualified personnel through research; improve universities' capacity to generate and apply new knowledge; and promote the best possible use of research resources through strategic institutional planning, and through collaboration among institutions and between sectors.				
2009-10		2010-11		2011-12	
FTEs	Planned spending ($ millions)	FTEs	Planned spending ($ millions)	FTEs	Planned spending ($ millions)
15	61.5	12	60.9	12	60.9
Expected results (as per PMF)	World-class research capacity is enhanced in the social sciences and humanities in Canadian universities, and research institutes through the attraction and retention of excellent researchers.				

Planning Highlights

- SSHRC will continue progress toward full implementation of the new Canada Excellence Research Chairs program, including its branding and marketing strategy. Up to 20 Chairs will be awarded to support positions and research activities in the four priority areas identified in the federal S&T strategy, regardless of discipline. The first recipients of these prestigious Chairs will be named in early 2010.
- A tenth-year summative evaluation of the CRC Program is underway: completion is expected in 2009. Findings and recommendation of the evaluation will inform the renewal of the program's Terms and Conditions, due to expire in March 2011.

Benefits for Canadians

The CRC Program invests $300 million a year in 2,000 research professorships within universities across Canada to attract and retain some of the world's most accomplished and promising minds. By helping Canadian universities and their affiliated research institutes and hospitals become world-class centres of research and research training, the program contributes to enhancing Canada's competitiveness in the global, knowledge-based economy, improving Canadians' health, and enriching our social and cultural life. The newly launched Canada Excellence Research Chairs program reinforces this effort, by attracting the very top tier of world-class researchers to Canadian universities and supporting research teams to undertake research in identified areas of strategic importance to Canadians.

2.2 Strategic Outcome 2: Research—New knowledge based on excellent research in the social sciences and humanities

SSHRC is Canada's key instrument for supporting world-class research in the social sciences and humanities. The activities under SSHRC's research strategic outcome help create a broad spectrum of knowledge and capacity in such areas as anthropology, law, social work, urban and regional studies, linguistics, literature, business, economics, education and fine arts. This capacity for creating knowledge and understanding is a critical factor for Canada's quality of life and competitiveness in the knowledge economy and, as a result, is critical in ensuring Canada's "Knowledge Advantage."

Program Activity 2.1 Investigator-Framed Research (theme area and subject defined by researcher[s])

Program Activity 2.1 Investigator-Framed Research					
Description (as per PAA)	SSHRC research grants support individual and team projects and programs of research for which the applicant(s) propose(s) the research topic and methodology. These range from individuals or small groups working in libraries and archives to large, multi-disciplinary, collaborative projects with researchers, partners and assistants conducting fieldwork across the country.				
2009-10		2010-11		2011-12	
FTEs	Planned spending ($ millions)	FTEs	Planned spending ($ millions)	FTEs	Planned spending ($ millions)
32	85.3	32	84.9	32	84.7
Expected results (as per PMF)	Investigator-framed research creates a synergy contributing to observable knowledge advancement and dissemination of research results throughout the academic community and beyond. Highly talented individuals are available to pursue Canadian careers in the social sciences and humanities.				

Planning Highlights

- SSHRC has commissioned an international blue ribbon panel to review its peer-review processes. SSHRC will develop and implement an action plan in response to the panel's findings.
- An evaluation of the Standard Research Grants program is underway and expected to be completed in 2009-10. The evaluation will provide guidance to SSHRC on the future developments to the program. The implementation of any recommended adjustments will be coordinated with other improvement initiatives.
- An evaluation of the Major Collaborative Research Initiatives program is planned for 2010-11.

Benefits for Canadians

Through this program activity, SSHRC funds the very best scholars in the social sciences and humanities to undertake excellent research projects as individuals, in small teams or in large multi-disciplinary teams to advance fundamental knowledge in all areas of the social sciences and humanities, thereby advancing Canada's "Knowledge Advantage." Using a rigorous system of peer review to ensure excellence, SSHRC funds leading-edge research projects undertaken by Canadian researchers. These grants ensure that Canada has the foundations of knowledge in place in all domains of the social sciences and humanities and is poised to rapidly respond to demands for knowledge as new pressing societal issues emerge. This research activity helps to develop the foundations of knowledge and explore the social, economic, cultural and intellectual issues that are important to Canada. Because this research activity is largely undertaken by researchers based in Canadian universities, it results in a rich and stimulating learning environment for students at all levels and for postdoctoral fellows, thereby contributing to the development of the next generation of highly talented research-trained workers who become leaders across the private, public and not-for-profit sectors.

Program Activity 2.2 Targeted Research and Training Initiatives

Program Activity 2.2 Targeted Research and Training Initiatives					
Description (as per PAA)	SSHRC develops and funds programs to support strategic research programs, both on its own and in partnership with other funding providers (including government, private and community organizations). These programs generate new knowledge on pressing social, economic and cultural issues of particular importance to Canadians. One particular stream of strategic programs supports research that will contribute to a better understanding of the impacts of the knowledge-based economy on Canada's economic, social, political and cultural life, and will help to improve Canadians' ability to influence the future for the common good.				
2009-10		2010-11		2011-12	
FTEs	Planned spending ($ millions)	FTEs	Planned spending ($ millions)	FTEs	Planned spending ($ millions)
12	23.1	12	20.6	12	20.4
Expected results (as per PMF)	Excellent SSHRC-funded research targeted in areas of importance to Canadians (as defined by SSHRC, in consultation with the research community and various stakeholders). Highly talented individuals available to pursue Canadian careers in the social sciences and humanities.				

Planning Highlights

- SSHRC will support research in the following three priority areas identified by the Government of Canada:
  1. **Management, Business and Finance:** SSHRC will offer funding programs, undertake consultations with a range of stakeholders, and respond to the results of the Council of

Canadian Academies' study on the strengths and weaknesses of this research and advanced research training in Canada;

2. **Canadian Environmental Issues:** SSHRC will offer a suite of funding programs, develop inter-agency funding mechanisms, as well as undertake consultations with non-governmental, public and private sector organizations; and
3. **Northern Communities:** SSHRC will develop funding programs that take into account the unique issues facing the North and its communities;

- SSHRC will also work, in collaboration with stakeholders and other government departments, to identify other emerging research priorities of national importance to Canadians;
- SSHRC will continue to implement the Partnership Strategy (approved by Council in June 2008) by mobilizing campus-community connections, actively engaging the private, public and not-for-profit sector, facilitating inter-agency and international research collaboration and reporting on results and outcomes of partnerships; and
- Evaluations of the two sunsetting programs—the Initiative on the New Economy (underway, 2009) and Social Economy Suite (planned, 2011)—will provide insight into the design of large multi-faceted initiatives to fund research on a defined issue.

Benefits for Canadians

This program activity mobilizes Canada's best scholars to undertake research on priority or thematic areas of social, economic and cultural importance to Canadians. Much of this research activity also involves the training of highly qualified personnel, as well as the mobilization of research knowledge. Knowledge developed through these programs can strengthen decision-making in the public, private and not-for-profit sectors. Focussing strategically on research in the national interest is a guiding principle of the federal S&T strategy. SSHRC uses two main program mechanisms for funding such thematic research: 1) Strategic Research Grants—the themes of which are defined by SSHRC in consultation with stakeholders, including government; and 2) Strategic Joint Initiatives—through which SSHRC partners with public, private and not-for-profit organizations to co-fund thematic research and research training initiatives. This program activity is expected to enhance excellent research and the development of highly talented individuals in areas of importance to Canadians. It is well aligned with the S&T strategy commitment to harness science and technology to meet our social and economic needs through research priorities and the building of partnerships.

Program Activity 2.3 Strategic Research Development

Program Activity 2.3 Strategic Research Development					
Description (as per PAA)	Strategic grants, through programs in this program activity, are available to faculty, postsecondary institutions, scholarly associations and not-for-profit organizations to explore, develop and define new perspectives, challenges, and priorities in conducting research, disseminating research results, and training new researchers. Strategic research development programs also help develop related research capacity through the promotion of new modes of research collaboration and partnerships.				
2009-10		2010-11		2011-12	
FTEs	Planned spending ($ millions)	FTEs	Planned spending ($ millions)	FTEs	Planned spending ($ millions)
7	26.9	7	27.0	7	26.9
Expected results (as per PMF)	Research institutions are supported to conduct research development. New research and new researchers are attracted in strategic and targeted areas.				

Planning Highlights

- SSHRC will engage in a series of knowledge mobilization activities with leading scholars, as well as the private and public sector, to discuss critical economic and social issues facing Canadians. This includes funding a national forum on management, business and finance research, undertaking consultations, as well as funding a range of public outreach events that are of interest to Canadians.
- SSHRC will update the Research Development Initiatives (RDI) program, based on the findings and recommendations of program evaluation now underway, to assist scholars to incubate new and innovative ideas leading to the advancement of knowledge. In addition, SSHRC will launch calls to address research questions of importance to Canadians such as environment; northern communities; business, management, finance; and others.
- Based on a recently completed audit and an upcoming evaluation, SSHRC will consider enhancements to the Community-University Research Alliances program.
- SSHRC will develop and enhance international research collaborations in the social sciences and the humanities, via funding mechanisms such as the International Opportunities Fund, and collaboration with foreign research funding partners and networks.

Benefits for Canadians

Through this program activity, SSHRC funds research activities that explore and develop new perspectives, directions and modes of research. It also enhances institutional capacity for research in the social sciences and humanities. For instance, the Research Development Initiatives program supports early-stage exploratory research activities in areas that are emerging beyond established disciplinary, theoretical or methodological boundaries. The Community-University Research Alliances program funds new forms of research partnerships between university-based researchers and community-based organizations, in which partners join forces to define research questions and undertake research on an issue of mutual interest. This program ensures the real-world application of the knowledge produced, as the potential

users of the new knowledge are present and participating in the research process at the outset. The International Opportunities Fund (IOF) enables top researchers to collaborate in international research activities and enhances the leadership role of Canadian scholars in global research efforts. The IOF is expected to develop activities that lead to significant international research collaborations and has already become a fund though which international funding agreements are being negotiated.

2.3 Strategic Outcome 3: Knowledge Mobilization—Facilitating the use of social sciences and humanities knowledge within and beyond academia

Moving new knowledge from academia into realms where it can be applied more directly to the benefit of Canadians has been a dominant theme in SSHRC's strategic planning for several years. SSHRC understands this challenge in the broadest sense: that it is not merely about "transferring" knowledge after it has been produced, but also about allowing opportunities for practitioners and other research users to participate and influence the knowledge-production process from the beginning. Knowledge mobilization is a key strategy for realizing Canada's "Entrepreneurial Advantage."

Program Activity 3.1 Research Dissemination and Knowledge Translation

Program Activity 3.1 Research Dissemination and Knowledge Translation					
Description (as per PAA)	This program activity supports the effective dissemination of social sciences and humanities research results, both within and beyond academia. Through grants to researchers and research institutions, it helps to ensure that research results are accessible to potential users, through both dissemination and engagement activities. Accessibility includes both the availability of research results to a range of audiences through publications (research publishing), as well as the tailoring of research results to the needs of potential users (knowledge translation).				
2009-10		2010-11		2011-12	
FTEs	Planned spending ($ millions)	FTEs	Planned spending ($ millions)	FTEs	Planned spending ($ millions)
2	7.9	2	7.5	2	8.0
Expected results (as per PMF)	Effective dissemination of research results both within and beyond academia.				

Planning Highlights

- **Knowledge Mobilization (KMb) Strategy:** SSHRC will finalize a KMb strategic framework for approval by Council. This will include an assessment of SSHRC program initiatives in KMb (e.g., Knowledge Impact in Society, Strategic Knowledge Clusters, Public Outreach, etc.); and developing guidelines for the adjudication of KMb elements in all SSHRC programs, for the design of KMb programming, for the use of available infrastructure to sustain KMb and for developing a KMb community of practice.
- **Public Outreach Grants:** SSHRC will administer and monitor the progress of this programming in relation to the objectives of special federal research investment in management, business and finance; environmental issues; and northern communities.
- **Aid to Scholarly Journals:** SSHRC will study the outcomes of the 2008 journals competition in preparation for the next anticipated triennial competition in 2011.

Benefits for Canadians

Through this program activity, SSHRC funds knowledge-sharing activities among researchers. These activities are essential for ensuring the dissemination of research results, for challenging assumptions and exploring potential implications for further research. SSHRC also funds knowledge-translation activities, in which research results are synthesized and interpreted for specific audiences in order to facilitate the use of research results in sectors beyond academia. These activities are directly aimed at helping to maximize the impact of public investments in social sciences and humanities research.

Program Activity 3.2 Research Networking

Program Activity 3.2 Research Networking					
Description (as per PAA)	This program activity supports interactions between researchers (in academia and other sectors) and between researchers and users of research results (in a range of sectors). These interactions enable researchers, research trainees and others to share and collaborate on research plans and results. Research networking is an important part of the research enterprise that is difficult to fund through traditional research grants. Dedicated funding for networking activities acknowledges its important role in fostering high-impact research and innovation. Research networking is supported through grants to researchers and research institutions to fund both discrete events, such as conferences and workshops, as well as more sustained collaborative relationships, such as research networks and clusters.				
2009-10		2010-11		2011-12	
FTEs	Planned spending ($ millions))	FTEs	Planned spending ($ millions)	FTEs	Planned spending ($ millions)
1	25.1	1	21.2	1	21.2
Expected results (as per PMF)	Researchers interact and work with each other, across disciplines and sectors, and with potential users of research in a range of sectors outside of academia in the public, private and not-for-profit sectors.				

Planning Highlights

- **Evaluation of Knowledge Mobilization programming:** An umbrella evaluation of the program mechanisms supporting the Knowledge Mobilization strategic outcome is planned for 2010-11.
- **Aid to Research Workshops and Conferences:** SSHRC will continue to administer this program (two competitions per year), monitoring its progress towards achieving its expected results as one of SSHRC's more intensely subscribed programs.
- **Networks of Centres of Excellence:** SSHRC will work to deepen the involvement of social sciences and humanities scholars in the full suite of Networks of Centres of Excellence (NCE) programming, including Business-led NCEs, Centres of Excellence for Commercialization and Research, and the Industrial Research and Development Internships program. An evaluation of the NCE program is underway (2009).
- **Centres of Excellence in Commercialization & Research (CECR):** Funds are earmarked for this tri-agency program in the fiscal framework for the 2010-2011 and 2011-2012 in the

amounts of $28.485 M and $28.835 M respectively. SSHRC anticipates preparing a joint Treasury Board Submission with NSERC and CIHR to access these funds. The amounts allocated to each granting agency will be determined only after recipients are identified through a competitive process.

Benefits for Canadians

SSHRC funds networking activities in which researchers working in different disciplines and in different sectors can interact in a sustained way to collaborate on issues of common interest. Through these activities is the explicit recognition that Canada's entrepreneurial challenge is not only a technological one but one grounded in the need for better bridges between research and practice, and more people skilled in management, business acumen, marketing and communications skills, and global fluency. This range of activities directly supports Canada's "Entrepreneurial Advantage," focused on maximizing the impact of public investments in research.

2.4 Strategic Outcome 4: Institutional Environment—A strong Canadian science and research environment

Program Activity 4.1 Indirect Costs of Research

Program Activity 4.1 Indirect Costs of Research					
Description (as per PAA)	In Canada, the provincial and federal governments jointly support academic research. The provinces provide the basic physical infrastructure and, supported in part by the Canada Health and Social Transfer, direct and indirect operating costs. The federal government funds the direct costs of research, mainly through the three federal granting agencies—CIHR, NSERC and SSHRC. The term "indirect costs" refers to the central and departmental administrative costs that institutions incur to support research, but are not attributable to specific research projects. In its 2003 budget, the Government of Canada announced a new program to support the indirect costs associated with the conduct of academic research in institutions that receive research grant funds from any of the three federal granting agencies. This grant program—Indirect Costs program—recognizes the growing indirect costs of conducting publicly-funded academic research. The program was created to help postsecondary institutions maximize the investments in research in one of two ways: 1) secure additional support for the indirect costs of conducting research; or 2) support their mandates to teach and provide community services. By financing a portion of the indirect costs incurred by postsecondary institutions and their affiliated research hospitals and institutes, the federal government both supports world-class research facilities and addresses the needs of smaller Canadian postsecondary institutions. The Indirect Costs program is administered by the SSHRC-hosted Canada Research Chairs Secretariat, on behalf of the three federal granting agencies.				
2009-10		2010-11		2011-12	
FTEs	Planned spending ($ millions)	FTEs	Planned spending ($ millions)	FTEs	Planned spending ($ millions)
1	329.2	1	329.2	1	329.2
Expected results (as per PMF)	Universities and colleges have the necessary resources, research facilities and services to carry out and mobilize world-class research. Universities and colleges have the ability to meet their institutional teaching and citizenship mandates while carrying out world-class research.				

Planning Highlights

- The Indirect Costs program is undergoing a summative evaluation in fiscal year 2008-09. This evaluation is examining some design issues and will assess the program's progress toward achieving its immediate objectives. Discussions are underway with colleagues at Industry Canada regarding the renewal of the terms and conditions of the program in June 2009.
- The Indirect Costs program has also undergone an internal audit in 2008-09. The findings are positive overall and the recommendations are minor and mostly administrative in nature.

Benefits for Canadians

The Indirect Costs program supports the institutional environment for research in all fields: social sciences and humanities, natural sciences and engineering, and health. The program serves the S&T strategy commitment to "encourage a supportive post-secondary research environment." This support helps to position Canada and Canadian research institutions as a primary destination for world-class research.

2.5 Program Activity 5 Internal Services

Program Activity 5: Internal Services					
2009-10		2010-11		2011-12	
FTEs	Planned spending ($ millions)	FTEs	Planned spending ($ millions)	FTEs	Planned spending ($ millions)
113	16.3	116	16.3	118	16.3

Program Activity Summary

SSHRC and NSERC share internal services for general administration, human resources, finance, awards administration, and information management and technology services. This common administrative services model has proven highly efficient for the two federal granting agencies. In addition, SSHRC has its own corporate services serving the agency's distinct needs in terms of board and committee governance, policy, planning, statistics, program evaluation, performance measurement, audit, communications and international affairs.

Planning Highlights

From 2009-10 to 2011-12, SSHRC will

- continue the renewal of business tools and processes. This includes the initiative for full implementation of an electronic grant application system and the renewal of the awards management system;
- continue the examination of SSHRC's programs, criteria, policies and procedures to ensure strategic investments and the coherence and effectiveness of SSHRC's activities in support of excellence;
- continue progress in systematically integrating performance, evaluation and audit activities into program delivery and decision-making;
- continue the development of integrated planning processes (e.g., multi-year strategic plan, annual corporate plan, annual divisional plans and annual budget planning cycle);
- develop and implement a human resources strategy, with tools and defined processes;
- enhance tri-agency collaboration, harmonization and alignment of programs, procedures and policies;
- continue implementation of the internal communications and staff engagement strategies, to strengthen SSHRC's work environment; and
- prepare the next assessment of SSHRC's Management Accountability Framework, planned for fall 2009.

III. SUPPLEMENTARY INFORMATION

The following tables are available on the Treasury Board of Canada Secretariat website (www.tbs-sct.gc.ca/rpp/2009-2010/index-eng.asp):

- Details of the Social Sciences and Humanities Research Council (SSHRC)'s Transfer Payment Programs;
- SSHRC Internal Audits;
- SSHRC Evaluations; and
- SSHRC Sources of Non-Respendable Revenue.